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DD/S 58-4323

31 October 1958

MEMORANDUM FOR: Deputy Director (Support)

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ATTENTION : Mr. [REDACTED]

SUBJECT : Support Conference, 27-29 October 1958

As requested, following are comments on the Support Conference conducted 27-29 October 1958:

1. General

This conference, as the previous conference, was well planned and well executed. The agenda was pertinent, speakers were authoritative, and discussion was stimulating. Food was excellent and quarters were clean and adequate.

2. Financial Management Improvement Program

If the purpose of this program is to assist management in the control of operations, I wonder if it can be safely assumed, as it apparently is, that management knows what to do with the refined data evolving from the program. I fear that there may develop another situation where the resulting information, comprehensive, impressive, and beautifully bound, is filed neatly away in a safe. Perhaps management would welcome some help in interpreting the resulting data and in determining any changes in operations that might be indicated.

3. Operational vs Support

There is a matter that came as a surprise to me when I first joined the Agency and which baffles me to this day. This is the sharp and apparently irrevocable distinction that is made between an "operational type" and a "support type". I mention this here because Mr. [REDACTED] and to a certain extent, I think, Mr. [REDACTED] remarked in passing that after all there is no very special or unique talent required to be a successful operator. I wonder then why we seem so determined to perpetuate this dichotomy if it is perhaps artificial. I can conceive of a situation where unquestioning acceptance of this "union" philosophy might operate to the peril of ourselves and others. This might be a time-of-

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trial analogous to a military situation where "even the cooks are called on to fight". If all soldiers should be able to fight, why shouldn't all intelligence personnel be able to "operate"?

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Chief, Support Division  
Medical Staff

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